

People Matter

NSW Public Sector
Employee Survey 2023

Sector Report

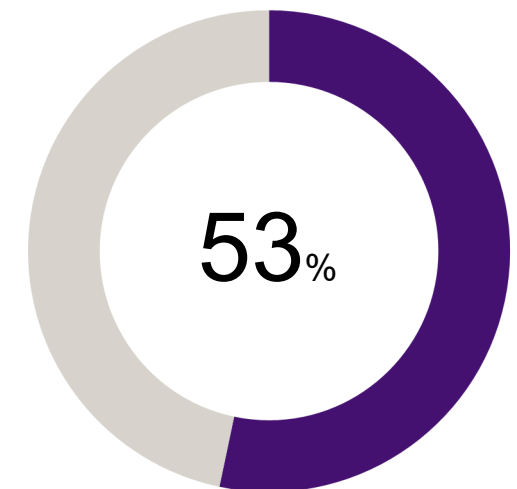
2023 NSW Public Sector

Survey period: 21 August to 15 September 2023

Completed surveys: 230,122

Response rate: 53% +4 compared to 2022

Response rate:



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High level results

Discover key employee experience insights

Headline results for key topics

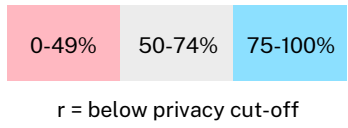
These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (*) and bottom 3 (!) topics. Use these topics as a starting point for exploring your results.

See 'Additional information about the survey' for interpretation guidance and details about the survey model.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support 65% 2022 +1 (64%)	Teamwork and collaboration 62% 2022 0 (62%)	Recruitment 45% ! 2022 -	Senior managers 52% 2022 +1 (51%)	Employee engagement 64 2022 0 (64)
Job purpose and enrichment 71% * 2022 +1 (70%)	Inclusion and diversity 68% 2022 -	Learning and development 56% 2022 +1 (55%)	Decision making and accountability 60% 2022 -1 (60%)	Job satisfaction 69% 2022 0 (68%)
Risk and innovation 72% * 2022 0 (73%)	Flexible working 63% 2022 0 (63%)	Pay 46% ! 2022 -2 (48%)	Communication and change management 56% 2022 -	Wellbeing 54% 2022 -
Ethics and values 79% * 2022 -	Grievance handling 64% 2022 -	Recognition 62% 2022 +2 (60%)	Employee voice 65% 2022 -	Customer service 69% 2022 0 (70%)
	Health and safety 66% 2022 -3 (69%)	Feedback and performance management 56% 2022 +1 (55%)	Action on survey results 44% ! 2022 0 (44%)	



Highest and lowest scoring questions

These are the questions with the highest and lowest % favourable scores. % favourable is based on the respondents who selected 'strongly agree' or 'agree'.

+ Questions with the highest favourable scores			2023 % favourable	difference from 2022
Ethics and values	7u	I understand what ethical behaviour means within my workplace	93%	-
Ethics and values	7r	I support my organisation's values	88%	+3
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it	86%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	86%	0
Role clarity and support	1a	I understand what is expected of me to do well in my job	84%	0
- Questions with the lowest favourable scores			2023 % favourable	difference from 2022
Wellbeing	1n	I feel burned out by my work (disagree)	34%	0
Communication and change management	7b	Change is managed well in my organisation	39%	0
Recruitment	7g	My organisation makes fair promotion decisions	39%	-
Action on survey results	9	I am confident my organisation will act on the results of this survey	44%	0
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	45%	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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Most and least improved questions

These are the most and least improved questions by difference from the previous year.

Consider why these scores have shifted. Was it due to actions you took in response to last year's survey results or something else?

+ Most improved questions			2023 % favourable	difference from 2022
Recognition	7p	I receive adequate recognition for my contributions from my organisation	53%	+4
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	73%	+3
Ethics and values	7r	I support my organisation's values	88%	+3
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work	65%	+2
Learning and development / Role clarity and support	3f	I have received the training and development I need to do my job well	64%	+1
- Least improved questions			2023 % favourable	difference from 2022
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly	69%	-6
Pay	4	I am paid fairly for the work I do	46%	-2
Risk and innovation	7a	My organisation is making improvements to meet future challenges	55%	-2
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	47%	-1
Recruitment	7h	My organisation generally selects capable people to do the job	52%	-1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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Key drivers of engagement

The key driver analysis identifies questions with the strongest influence on your employees' engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

Topic	Engagement key driver questions		2023 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	53%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	55%	Improve
Wellbeing	7w	I am satisfied with current workplace practices to help me manage my wellbeing	59%	Improve
Communication and change management	7s	I am supported through changes that affect my work	58%	Improve
Recognition	7p	I receive adequate recognition for my contributions from my organisation	53%	Improve
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	56%	Improve

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Results by topic

Discover more about your results

Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience.

Many factors influence engagement: leadership, a positive and inclusive work culture, wellbeing, manager support, accountability, and flexible work to name a few.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Employee engagement (total score)*				64	0
7k I would recommend my organisation as a great place to work	63	21	16	63%	+1
7l I am proud to tell others I work for my organisation	70	19	11	70%	+1
7m I feel a strong personal attachment to my organisation	60	24	15	60%	0
7n My organisation motivates me to help it achieve its goals	55	27	19	55%	+1
7o My organisation inspires me to do the best in my job	56	26	18	56%	0

*See 'Additional information about the survey' for details on how we calculate the employee engagement score.



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Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.

19n How long do you think you will continue to work in your current organisation?

		2023 % respondents	difference from 2022
Less than 1 year		8%	0
1 year to less than 2 years		9%	0
2 years to less than 5 years		20%	0
5 years to less than 10 years		25%	0
10 years to less than 20 years		22%	0
More than 20 years		15%	0

19o What best describes your plans involved with leaving your current organisation?

I am planning to retire		13%	-
I am applying for/intend to apply for new roles in another NSW public sector organisation		33%	-
I am applying for/intend to apply for roles in the private sector		20%	-
I am applying for/intend to apply for new roles in the not for profit / community sector		3%	-
It is the end of my non-ongoing, casual or contracted employment		9%	-
Other		22%	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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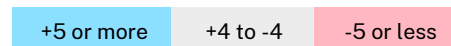
Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.

19p What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)

		2023 % respondents	difference from 2022
There are a lack of future career opportunities in my organisation		30%	-
Senior leadership is of a poor quality		24%	-
I can receive a higher salary elsewhere		20%	-
I am expected to do more work than I reasonably can		18%	-
I am emotionally exhausted		18%	-

Difference from (percentage point)



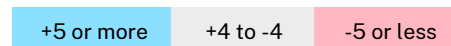
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Job satisfaction

Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Job satisfaction (total score)				69%	0
1g My job gives me a feeling of personal accomplishment	72	15	12	72%	0
1h I feel motivated to contribute more than what is normally required at work	66	17	17	66%	0
1i I am satisfied with my job	67	17	15	67%	+1

Difference from (percentage point)



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Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

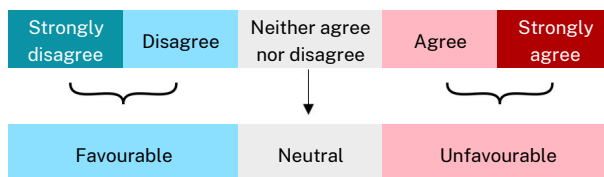
Burnout is typically characterised by ongoing feelings of:

- energy depletion / exhaustion
- negativity or cynicism about one's job
- reduced professional effectiveness.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Wellbeing (total score)				54%	-
1j The amount of stress in my job is manageable	54	21	25	54%	-
1m In general, my sense of wellbeing is..	58	31	12	58%	-1
1n I feel burned out by my work (disagree)	34	27	39	34%	0
7w I am satisfied with current workplace practices to help me manage my wellbeing	59	21	20	59%	-
7y There are effective resources in my organisation to support employee wellbeing	64	20	16	64%	0

Note on interpretation:

The burnout question is negatively worded. For consistency with other survey questions the results are displayed as follows:
 The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.
 The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

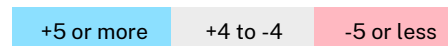


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Customer means the people who you or your organisation provide a service to.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Customer service (total score)				69%	0
1k I am empowered to make the decisions needed to help customers and/or communities	68	19	13	68%	0
2c People in my workgroup can explain how their work impacts customers	81	13		81%	0
2d My workgroup considers customer needs when planning our work	82	12		82%	0
6d Senior managers communicate the importance of customers in our work	65	21	13	65%	+1
7i The processes in my organisation are designed to support the best experience for customers	56	27	17	56%	-1
7j My organisation meets the needs of the communities, people, and/or businesses of NSW	63	25	13	63%	-1

Difference from (percentage point)



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Role clarity and support

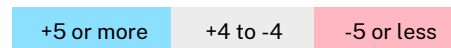
Purpose and direction

An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy.

Employees also need the right support to deliver what is expected in their role such as time to do their job well, tools and technology, and training.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Role clarity and support (total score)				65%	+1
1a I understand what is expected of me to do well in my job	84	9	7	84%	0
1b I get the support I need to do my job well	64	17	19	64%	+1
1c I have the tools and technology to do my job well	68	15	17	68%	0
1d I have the time to do my job well	53	18	29	53%	+1
3e My performance is assessed against clear criteria	55	27	18	55%	+1
3f I have received the training and development I need to do my job well	64	21	15	64%	+1

Difference from (percentage point)

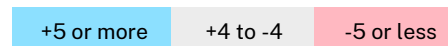


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In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Job purpose and enrichment (total score)					71%	+1
1e	My job gives me opportunities to use a variety of skills	80	11	9	80%	0
1f	I have a choice in deciding how I carry out day to day work tasks	72	15	14	72%	0
3d	In the last 12 months, I have received feedback to help me improve my work	65	19	16	65%	+2
5h	My manager communicates how my role contributes to my organisation's purpose	69	18	13	69%	0

Difference from (percentage point)



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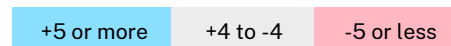
Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risks can have negative or positive effects on your objectives.

Innovation means creating new and better products, processes services, and technologies to improve outcomes for the people of NSW.

A healthy risk appetite can help foster innovation.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Risk and innovation (total score)				72%	0
1l I am comfortable notifying my manager if I become aware of any risks at work	86		7	86%	0
5a My manager encourages people in my workgroup to keep improving the work they do	75	15	10	75%	+1
7a My organisation is making improvements to meet future challenges	55	27	17	55%	-2

Difference from (percentage point)



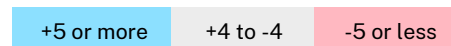
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Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

Values are beliefs that guide and motivate attitudes and actions. An organisation's values are a set of guiding beliefs upon which the organisation is based. They help people function together as one and shape the way employees should operate and achieve outcomes.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Ethics and values (total score)				79%	-
6b Senior managers model the values of my organisation	54	27	19	54%	+1
7q My organisation shows a commitment to ethical behaviours	73	17	10	73%	+3
7r I support my organisation's values	88		10	88%	+3
7u I understand what ethical behaviour means within my workplace	93			93%	-
7v I would know how to report unethical behaviour if I became aware of it	86		8	86%	-

Difference from (percentage point)



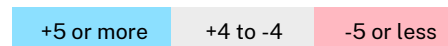
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Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

Well executed collaboration enables agencies to share knowledge ideas, resources, skills, networks, and assets, leading to better outcomes for customers.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Teamwork and collaboration (total score)					62%	0
2a	My workgroup works collaboratively to achieve its goals	79		12 9	79%	0
6c	Senior managers promote collaboration between my organisation and other organisations we work with	53		30 17	53%	+1
7c	There is good co-operation between teams across my organisation	54		25 21	54%	0

Difference from (percentage point)

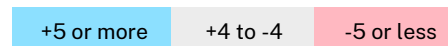


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Inclusion and diversity (total score)				68%	-
2b People in my workgroup treat each other with respect	80	11	9	80%	0
6f Senior managers support the career advancement of all employees	45	31	24	45%	+1
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	79	12	9	79%	0
8b I am comfortable sharing a different view to others in my organisation	68	17	15	68%	-
8c I feel that I belong in my organisation	71	18	11	71%	+1

Difference from (percentage point)

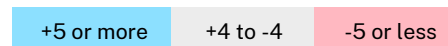


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Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Flexible working (total score)					63%	0
8e	How satisfied are you with your ability to access and use flexible working arrangements?	60	22	17	60%	0
8f	My manager supports flexible working in my team	65	21	13	65%	0

Difference from (percentage point)



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Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

8d Type of flexible working		2023 % respondents	difference from 2022
Flexible start and finish times		44%	0
Working more hours over fewer days		10%	0
Working additional hours to make up for time off		18%	0
Flexible scheduling for rostered workers		7%	0
Part-time work		12%	0
Job sharing		3%	0
Working from different locations		20%	0
Working from home		42%	-6
Purchasing annual leave		2%	0
Leave without pay		9%	+1
Study leave		4%	0
Other		3%	0
None of the above		29%	+2

Difference from (percentage point)

+5 or more

+4 to -4

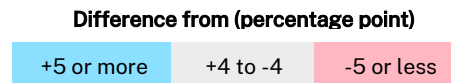
-5 or less

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A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
10 If I experienced a grievance at work, I would be comfortable in raising it with my organisation	64	17	18	64%	-

*See p.36 for related results on negative workplace behaviours.

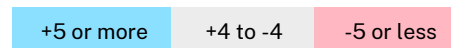


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Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Health and safety (total score)				66%	-3
7x I am confident work health and safety issues I raise will be addressed promptly	69	18	14	69%	-6
7y There are effective resources in my organisation to support employee wellbeing	64	20	16	64%	0

Difference from (percentage point)

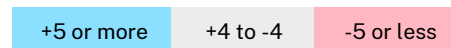


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Recruitment refers to the process of attracting, screening, and onboarding people.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Recruitment (total score)				45%	-
7f My organisation makes fair recruitment decisions	45	31	24	45%	-
7g My organisation makes fair promotion decisions	39	36	25	39%	-
7h My organisation generally selects capable people to do the job	52	25	23	52%	-1

Difference from (percentage point)

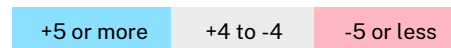


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Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Learning and development (total score)				56%	+1
3f I have received the training and development I need to do my job well	64	21	15	64%	+1
3g I am satisfied with the opportunities available for career development in my organisation	50	24	26	50%	+1
7e My organisation is committed to developing its employees	53	27	21	53%	+1

Difference from (percentage point)



r = below privacy cut-off

Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?	2023 % respondents	difference from 2022
Yes	41%	0
No	59%	0

3i Are there barriers preventing you from moving to another role? If so, what are they?

Lack of visible opportunities		27%	0
Lack of promotion opportunities		27%	0
Lack of support from my manager / supervisor		11%	0
Geographic location considerations		24%	0
Personal / family considerations		31%	0
Insufficient training and development		14%	-1
Lack of required capabilities or experience		12%	0
Lack of support for temporary assignments / secondments		14%	-1
The application / recruitment process is too cumbersome or time consuming		22%	-1
Other		10%	0
There are no major barriers to my career progression		28%	0

Difference from (percentage point)

+5 or more

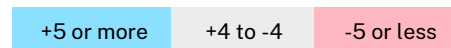
+4 to -4

-5 or less

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	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
4 I am paid fairly for the work I do	46	18	36	46%	-2

Difference from (percentage point)

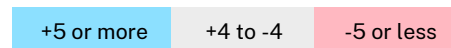


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Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Recognition (total score)				62%	+2
5f My manager provides recognition for the work I do	71	15	14	71%	+1
7p I receive adequate recognition for my contributions from my organisation	53	25	22	53%	+4

Difference from (percentage point)



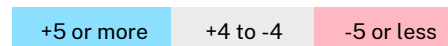
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Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Feedback and performance management (total score)				56%	+1
3d In the last 12 months, I have received feedback to help me improve my work	65	19	16	65%	+2
3e My performance is assessed against clear criteria	55	27	18	55%	+1
5g My manager appropriately deals with employees who perform poorly	49	31	20	49%	+1

	2023 % respondents	difference from 2022
Performance management process		
3a I have a performance and development plan that sets out my individual goals	74%	+3
3b I have informal feedback conversations with my manager	80%	+1
3c I have scheduled feedback conversations with my manager	65%	+2

Difference from (percentage point)



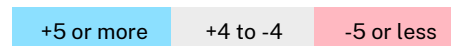
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Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term 'senior managers' refers to the group of senior managers in your organisation, not an individual manager.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Senior managers (total score)				52%	+1
6a Senior managers provide clear direction for the future of the organisation	50	28	23	50%	0
6b Senior managers model the values of my organisation	54	27	19	54%	+1
6c Senior managers promote collaboration between my organisation and other organisations we work with	53	30	17	53%	+1
6d Senior managers communicate the importance of customers in our work	65	21	13	65%	+1
6e Senior managers listen to employees	46	28	27	46%	+1
6f Senior managers support the career advancement of all employees	45	31	24	45%	+1

Difference from (percentage point)



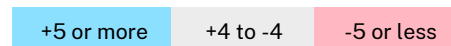
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Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Decision making and accountability (total score)					60%	-1
5e	I have confidence in the decisions my manager makes	72	16	12	72%	0
7d	People in my organisation take responsibility for their own actions	47	29	24	47%	-1

Difference from (percentage point)

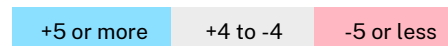


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Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Communication and change management (total score)				56%	-
5b My manager communicates effectively with me	75	13	12	75%	0
6a Senior managers provide clear direction for the future of the organisation	50	28	23	50%	0
7b Change is managed well in my organisation	39	30	31	39%	0
7s I am supported through changes that affect my work	58	25	17	58%	-
7t I have the opportunity to provide feedback on change processes that directly affect me	59	21	20	59%	-

Difference from (percentage point)

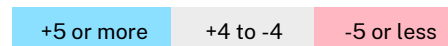


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Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
Employee voice (total score)				65%	-
5c My manager encourages and values employee input	75	13	11	75%	0
5d My manager involves my workgroup in decisions about our work	71	16	14	71%	+1
6e Senior managers listen to employees	46	28	27	46%	+1
8b I am comfortable sharing a different view to others in my organisation	68	17	15	68%	-

Difference from (percentage point)



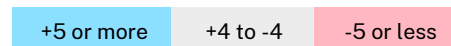
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To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
9 I am confident my organisation will act on the results of this survey	44	27	30	44%	0

Difference from (percentage point)



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Negative workplace behaviours

In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...		2023 % respondents	difference from 2022
been aware of any misconduct in your organisation		14%	-1
witnessed bullying		21%	0
experienced bullying		13%	0
witnessed sexual harassment		3%	0
experienced sexual harassment		5%	0
experienced threats or physical harm		10%	+1
experienced discrimination		10%	0
experienced racism		5%	0

Definitions

- **Misconduct:** behaviour that is unethical, illegal, corrupt, or that breaches your organisation's code of conduct

- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers

- **Sexual harassment:** unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone

- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics

- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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Results by child unit and demographic group

Discover if employees in different groups have different views

Respondent profile

This is a snapshot of survey takers.

Use the snapshot to see if the survey takers are representative of your organisation or team.

Gender	% respondents	Disability	% respondents	Type of work	% respondents	
Woman	58	Yes	7	Service delivery involving direct contact with the public	46	
Man	31	No	88	Other service delivery work	8	
Non-binary	1	Prefer not to say	6	Administrative support	8	
Use a different term	0	LGBTIQ+			Corporate services	10
Prefer not to say	10	Yes	6	Policy	2	
Age		No	84	Research	1	
15-34 years	22	Prefer not to say	10	Program and project management support	8	
35-54 years	46	LOTE spoken at home			Legal	2
55+ years	16	Yes	22	Other	15	
Prefer not to say	16	No	72	Organisation tenure		
Aboriginal and/or Torres Strait Islander		Prefer not to say	6	Less than 1 year	14	
Yes	4	Working arrangement			1 year to less than 2 years	11
No	89	Full-time	81	2 years to less than 5 years	20	
Prefer not to say	7	Part-time	19	5 years to less than 10 years	21	
Cultural background		Employment status			10 years to less than 20 years	20
Oceanian	83	Senior executive	4	More than 20 years	14	
North-West European	9	Ongoing / permanent	73	Salary		
Southern and Eastern European	5	Temporary	9	\$93,294 and below	36	
North African and Middle Eastern	2	Casual	4	\$93,295 - \$120,858	27	
South-East Asian	4	Contract-non-executive	4	\$120,859 - \$161,662	17	
North-East Asian	4	Labour hire	1	\$161,663 and above	6	
Southern and Central Asian	7	Other	1	Prefer not to say	13	
Peoples of the Americas	1	Don't know	3			
Sub-Saharan African	1					


Note, the cultural background question is multi-select, so results may not sum to 100%.


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Selected key topic results by child unit

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

	Report total	Customer Service	Education (including TAFE)	Enterprise, Investment and Trade	Health	Environment and Planning	Premier and Cabinet	Regional NSW	Communities and Justice	Transport	Treasury
Employee engagement	64	73	65	69	63	69	70	68	60	67	70
Wellbeing	54%	69%	47%	60%	51%	62%	65%	63%	51%	62%	67%
Role clarity and support	65%	74%	61%	67%	65%	66%	68%	68%	60%	70%	72%
Inclusion and diversity	68%	78%	71%	71%	66%	74%	73%	74%	64%	70%	77%
Teamwork and collaboration	62%	73%	64%	66%	59%	68%	72%	67%	58%	63%	73%
Learning and development	56%	66%	57%	52%	55%	60%	59%	61%	48%	57%	62%
Senior managers	52%	66%	60%	54%	45%	59%	64%	58%	47%	54%	66%
Communication and change management	56%	70%	59%	57%	54%	60%	63%	58%	49%	57%	68%
Employee voice	65%	76%	68%	69%	61%	73%	72%	73%	60%	68%	77%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


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Selected key topic results by select demographics

	Report total	Woman	Man	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	64	67	65	55	65	61	64	70	67	66	66
Wellbeing	54%	55%	58%	41%	52%	44%	51%	62%	55%	57%	59%
Role clarity and support	65%	67%	66%	53%	65%	58%	63%	73%	67%	67%	68%
Inclusion and diversity	68%	71%	71%	52%	66%	61%	67%	73%	72%	72%	70%
Teamwork and collaboration	62%	64%	64%	49%	61%	56%	60%	69%	66%	65%	62%
Learning and development	56%	60%	56%	43%	57%	49%	55%	63%	61%	59%	57%
Senior managers	52%	55%	54%	38%	53%	47%	51%	60%	56%	56%	51%
Communication and change management	56%	59%	57%	43%	57%	50%	54%	65%	61%	59%	57%
Employee voice	65%	67%	68%	52%	65%	60%	65%	71%	69%	69%	65%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points lower than report unit


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Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	64	61	66	69	71	69	69	71	68	63
Wellbeing	54%	47%	60%	63%	66%	65%	64%	66%	55%	54%
Role clarity and support	65%	61%	68%	72%	72%	70%	70%	70%	64%	64%
Inclusion and diversity	68%	67%	70%	72%	77%	76%	74%	76%	72%	65%
Teamwork and collaboration	62%	59%	63%	66%	70%	72%	68%	70%	67%	59%
Learning and development	56%	54%	57%	60%	62%	64%	60%	61%	57%	54%
Senior managers	52%	47%	53%	58%	64%	65%	59%	63%	58%	50%
Communication and change management	56%	53%	58%	63%	65%	62%	60%	62%	60%	54%
Employee voice	65%	62%	67%	69%	76%	76%	74%	76%	70%	62%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


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Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	64	73	69	65	63	61	62
Wellbeing	54%	69%	61%	54%	51%	48%	50%
Role clarity and support	65%	73%	69%	65%	63%	62%	63%
Inclusion and diversity	68%	77%	73%	69%	67%	65%	67%
Teamwork and collaboration	62%	73%	67%	62%	60%	58%	59%
Learning and development	56%	68%	62%	56%	54%	52%	53%
Senior managers	52%	66%	59%	53%	50%	47%	47%
Communication and change management	56%	70%	63%	57%	54%	51%	51%
Employee voice	65%	76%	71%	66%	64%	61%	62%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


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Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	64	67	66	62	64	65	62	65	63
Wellbeing	54%	59%	56%	50%	52%	53%	51%	54%	50%
Role clarity and support	65%	68%	67%	61%	65%	65%	60%	66%	63%
Inclusion and diversity	68%	72%	71%	67%	70%	69%	67%	68%	67%
Teamwork and collaboration	62%	66%	64%	59%	62%	62%	59%	61%	59%
Learning and development	56%	58%	58%	54%	58%	58%	52%	58%	55%
Senior managers	52%	57%	56%	47%	50%	52%	47%	52%	50%
Communication and change management	56%	59%	59%	53%	57%	56%	52%	56%	54%
Employee voice	65%	69%	68%	63%	65%	66%	64%	65%	63%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


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Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	64	63	62	65	63	65	60	65	62	68
Wellbeing	54%	52%	50%	52%	51%	53%	49%	52%	49%	62%
Role clarity and support	65%	63%	62%	64%	64%	65%	60%	64%	61%	67%
Inclusion and diversity	68%	69%	67%	69%	67%	71%	65%	69%	67%	72%
Teamwork and collaboration	62%	61%	59%	61%	60%	63%	57%	62%	60%	66%
Learning and development	56%	54%	54%	59%	56%	58%	50%	58%	53%	57%
Senior managers	52%	50%	49%	55%	50%	54%	42%	54%	48%	56%
Communication and change management	56%	54%	54%	58%	54%	57%	49%	57%	53%	60%
Employee voice	65%	65%	64%	67%	64%	66%	60%	65%	63%	70%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

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Additional information about the survey

Discover more about how the survey works and how to act on results

Survey model

The People Matter Employee Survey provides an important opportunity for more than 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.

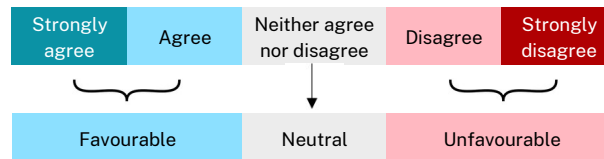


Privacy

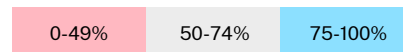
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

Most scores are shown as % favourable, which is the sum of the 'strongly agree' and 'agree' percentages.

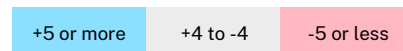


% favourable scores are colour coded based on these ranges:



Difference scores

Difference scores are displayed as a percentage point where available. Differences are colour coded based on these ranges:



A '-' represents there is no applicable comparison available.

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Burnout (disagree) question

The score provided for the burnout question indicates the % favourable responses (i.e. 'strongly disagree' and 'disagree' responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.

The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

100 to 'strongly agree'

75 to 'agree'

50 to 'neither agree nor disagree'

25 to 'disagree'

0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis




Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). We recommend looking for ways to maintain your strengths and improve your priority areas.

Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Action planning

We are all responsible for building a world class public service. Improving employee experience is one way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

 CELEBRATE	 INVESTIGATE FURTHER WITH OUR TEAMS	 OPPORTUNITIES
<p>The things we do well:</p> <hr/> <hr/> <hr/> <hr/> <p>Think about how we can build on our strengths and learn from what we are good at.</p>	<p>Are there any other opportunities coming out of the results that we want to explore further?</p> <hr/> <hr/> <hr/> <hr/> <p>How could we investigate? Through looking at the data in more detail or through discussions with staff?</p>	<p>Areas we need to focus on and turn into action plans:</p> <hr/> <hr/> <hr/> <hr/> <p>What are the key things we need to improve to make working here better?</p>

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				